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UNITED STATES DEPARTMENT OF THE ARMY
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Memorandum

TO : CHIEF, OPERATIONS SCHOOL

DATE: 30 JANUARY 1964

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FROM : DEPUTY FOR TRAINING, [REDACTED]

SUBJECT: PROPOSED COURSE - "OPERATIONAL SECURITY REVIEW"

1. THE COMMENTS THAT FOLLOW ON THE PROPOSED COURSE ARE PURELY MY OWN. AS YOU REQUESTED, I HAVE NOT CIRCULATED [REDACTED] PAPER NOR DISCUSSED IT. I AM ATTACHING, HOWEVER, A DOCUMENT WHICH YOU SAW SOMETIME AGO - [REDACTED] REPORT ON THE SIX-DAY COURSE HE PUT ON FOR NON-JOT MEN WHO WERE GOING TO TAKE [REDACTED] (PLEASE RETURN THIS REPORT.) *Returned 5 Mar 64 - [REDACTED]*

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2. I AM SENDING THIS TO YOU FOR TWO REASONS: PRIMARILY, TO REMIND YOU OF THE COMMENTS IN THE TEXT OF [REDACTED] REPORT AND THOSE ON THE BUCKSHEET; SECONDARILY, FOR WHATEVER SUGGESTIONS [REDACTED] POI MAY CONTAIN SHOULD YOU TOOL UP [REDACTED] PROPOSED COURSE.

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3. TO ENLARGE ON MY FEELINGS ABOUT CAPSULATED COURSES: AS LONG AS I HAVE BEEN CONCERNED WITH TRAINING, INCLUDING OSS DAYS, WE HAVE ALWAYS BEEN SUBJECTED TO TWO CONTRADICTORY PRESSURES. ONE IS OUR DESIRE AS TRAINERS AND THE DEMANDS OF OUR MORE ASTUTE "CUSTOMERS" TO STRIVE CONSTANTLY TO IMPROVE THE QUALITY OF OUR INSTRUCTION. THAT THIS OFTEN MEANS LENGTHENING OUR COURSES GOES WITHOUT SAYING. ALSO, IN PREPARING PEOPLE FOR WORK IN THE CLANDESTINE SERVICES, WE BELIEVE IN THE TRADE-SCHOOL APPROACH. THIRDLY, OUR STUDENTS LEARN BY DOING, NOT BY BEING TALKED AT. OUR SIX-WEEK OFC HAS NEVER BEEN FULLY SATISFACTORY TO THE BETTER STUDENTS NOR TO US. IT IS TOO MUCH WHAT THE TITLE IMPLIES - "FAMILIARIZATION" AND NOT ENOUGH "TRAINING."

4. WE GAVE INTO THE CONTRADICTORY PRESSURE I REFERRED TO ABOVE WHEN WE PUT ON [REDACTED] SIX-DAY "OFC." AS YOU KNOW, OUR CUSTOMERS TOO OFTEN SEEK SHORT-CUTS IN THE PREPARATION OF PEOPLE FOR OVERSEAS OR HEADQUARTERS JOBS. IF WE CAN DO AN OFC IN SIX WEEKS, WHY NOT IN FOUR, OR THREE, AND FINALLY IN ONE WEEK? THEN A "TUTORIAL" OF TWO DAYS, ETC., ETC.

5. I DON'T NEED TO BELABOR THE POINT, BUT I DO BELIEVE THAT OTR DOES ITSELF A DISSERVICE AND THE CLANDESTINE SERVICES EVEN MORE HARM BY GIVING IN TO PRESSURES FOR SHORT CUTS TO THE SKILLS AND KNOWLEDGE NEEDED BY ANYONE WHOSE JOB HAS ANY CONNECTION WITH CLANDESTINE OPERATIONS.

6. A COURSE - OR MORE PROPERLY A SEMINAR - DESIGNED FOR PREVIOUSLY TRAINED AND EXPERIENCED OFFICERS TO REFRESH THEM, TO ENABLE THEM TO EXCHANGE EXPERIENCES, TRADECRAFT TECHNIQUES USED IN

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PARTICULAR PLACES, IN SPECIFIC CIRCUMSTANCES, WOULD MAKE SENSE. HENCE, [REDACTED] IS ON HIS WAY TO DEVELOPING WHAT COULD BE USEFUL IF HE LIMITS HIS PROPOSAL TO A SEMINAR FOR OLDER HANDS. BUT TO USE A COURSE SUCH AS HE DESCRIBES TO "TRAIN" RECENT RECRUITS WOULD BE REVERTING TO THOSE EARLIER DAYS WHEN PEOPLE WERE RUSHED INTO OPERATIONAL ASSIGNMENTS WITH LITTLE OR NO REAL TRAINING.

7. ANOTHER FACTOR, WHICH MAY BE NONE OF MY BUSINESS, IS THAT OTR IS NOT RICH IN EXPERIENCED AND CAPABLE INSTRUCTORS. I FEEL THAT WE WOULD BE ON SOUNDER GROUNDS IF WE USED WHAT COMPETENCE WE HAVE TO RUN MORE AND BETTER OC'S AND OFC'S. AND LET US NOT CONFUSE BROAD-BRUSH FAMILIARIZATION WITH GENUINE TRAINING.

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8. WHAT I'D LIKE TO SEE US DO, IF AND WHEN CIRCUMSTANCES PERMIT, IS TO GET TOGETHER A GROUP OF THOSE OF US WHO ARE CONCERNED WITH DEVELOPING AND MANAGING TRAINING COURSES TO EXCHANGE IDEAS ON WAYS AND MEANS TO IMPROVE OUR TRAINING FOR THE CLANDESTINE SERVICES. I FIND IT DIFFICULT TO CONDUCT A PAPER DIALOGUE ON TOPICS SUCH AS THOSE POSED BY [REDACTED] PROPOSAL. (AND I FEAR I MAY SOUND TOO SEVERE AND NEGATIVE TO HIS HONEST EFFORT TO INJECT IDEAS INTO WHAT HAS BECOME ALMOST A STEREOTYPED PATTERN OF TRAINING.)

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ATTACHMENT AS STATED

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